

Leadership in Customer Service

# Building the Trust

accenture

*High performance. Delivered.*

September 14, 2006



# High performance in government

## Contents

Setting the context

The next phase of leadership  
in customer service

Five key findings

Recommendations for progress

What are the implications?

## Governments' progress toward leadership in customer service has been marked by clearly defined stages.

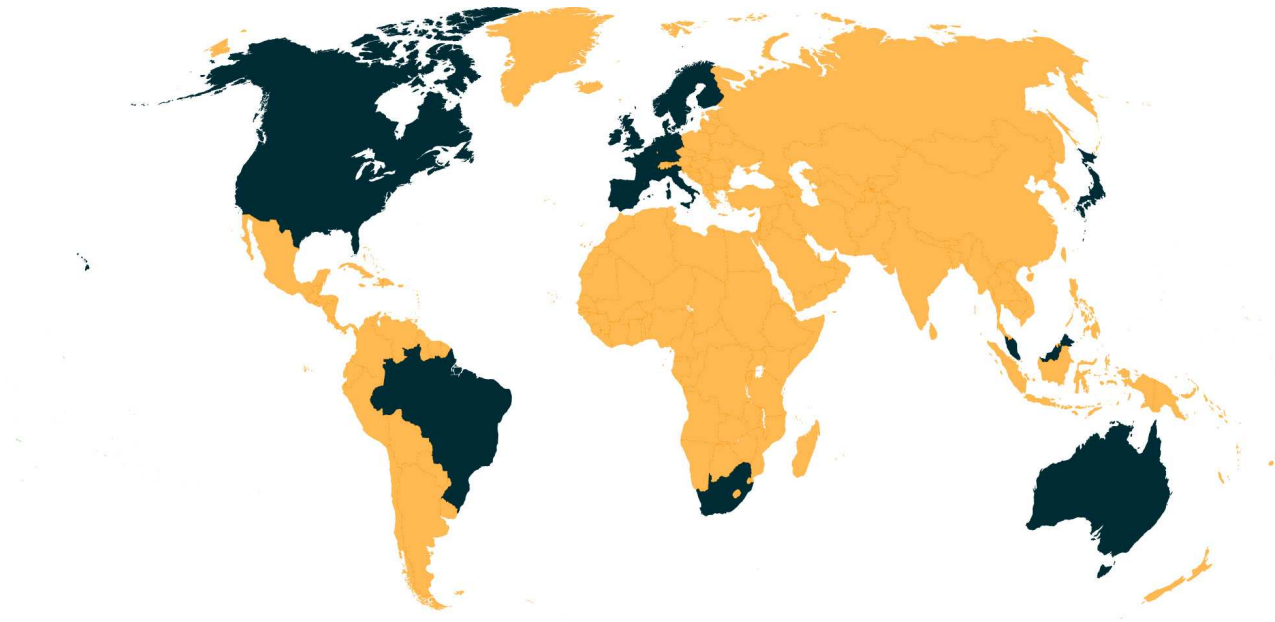
	Establish eGovernment	Use eGovernment	Embrace Four Pillars of Leadership in Customer Service*	Build the Trust
Goal	Number of services available online	High percentage of citizen and business uptake	Government services delivered cross-channel and cross-government for one-stop/end-to-end services	Citizens trust their governments implicitly
Era	1999-2001	2001-2005	2005-2008	2007+
Key Challenges	Internet capability	<ul style="list-style-type: none"> <li>• Citizen outreach</li> <li>• Uptake</li> </ul>	<ul style="list-style-type: none"> <li>• Cross-government collaboration</li> <li>• Service integration</li> </ul>	Content of services— not just delivery
Time to Implement	2-3 years	2-5 years	5+ years	7+ years
Financial Implications	Technology cost	Investment in additional channels	Delivers more for less cost	Citizen input informs smart allocation of resources from the outset
Service Implications	Service availability	Service delivery	Service value	Service trust
Value Proposition/ Advantage	Government masters technology	<ul style="list-style-type: none"> <li>• Increased convenience</li> <li>• Decline in transaction costs</li> </ul>	<ul style="list-style-type: none"> <li>• Citizen-centered perspective</li> <li>• Cost to serve declines/flattens</li> </ul>	Country effectiveness improves

\*Citizen-Centered, Cross-Government, Multi-Channel, Proactively Communicated Service

# Five key findings

1. Leading governments are introducing services on par with the best of the private sector.
2. Governments are at a critical juncture for service success.
3. Successful governments are advancing by putting in place new modes of operation that vary dramatically from the past.
4. Successful governments are using a combination of four proactive tactics to promote adoption of their service strategies.
5. Today's leaders won't necessarily be tomorrow's leaders.

Leading governments are introducing services on par with **the best** of the private sector



However, citizens still feel that government lags businesses in developing online services.

### Perception Gap

Country	%
Singapore	+11
Norway	-2
Malaysia	-1
Portugal	-6
Sweden	-8
Brazil	-9
Italy	-11
Spain	-14
Belgium	-15
Finland	-15
Netherlands	-16
South Africa	-18
Denmark	-19
France	-19
Ireland	-19
Canada	-20
Germany	-20
Australia	-21
Japan	-21
UK	-24
USA	-27

**Difference between citizens who said businesses were doing a good or excellent job developing online services and those who said government was doing a good or excellent job.**

# Governments are at a **critical juncture** for future service success.



“How can we better position ourselves to deliver services our customers would value, but do not expect? How can we be proactive?”

-- Wu Choy Peng, Singapore

Successful governments are **advancing** by putting in place new modes of operation that vary dramatically from the past.

Governments now see that the true picture of leadership in customer service is much more complicated than they had previously understood.

Much of their existing infrastructure, built for a government-centric view of service, will be inadequate to support their ambitious new strategies.

In response, leading governments have begun to implement new internal structures and processes that vary quite dramatically from those of the past.

These include strong new organizational designs, relentless simplification, business reengineering, consolidation and forays into shared services.

Successful governments are using a combination of four **proactive** tactics to promote adoption of their service strategies.

In response to relatively slow adoption of the most efficient online channels, leading countries are taking a much more sophisticated and aggressive approach than in the past, combining:

**“Stick”**

Strong pressure or mandatory use of more efficient channels for some services.

**“Carrot”**

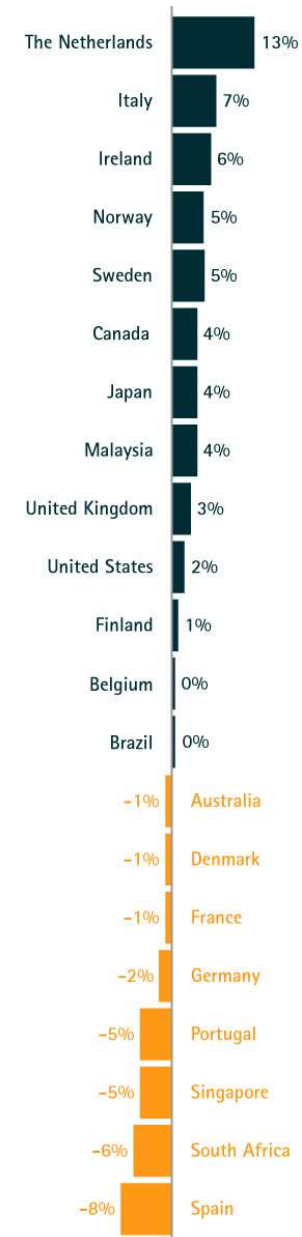
Incentives for online use.

**Marketing Pull**

Innovative campaigns to increase awareness and educate users on how to access and use the available services.

**High-touch Push**

Help and support; showing people and businesses how to get the most out of services



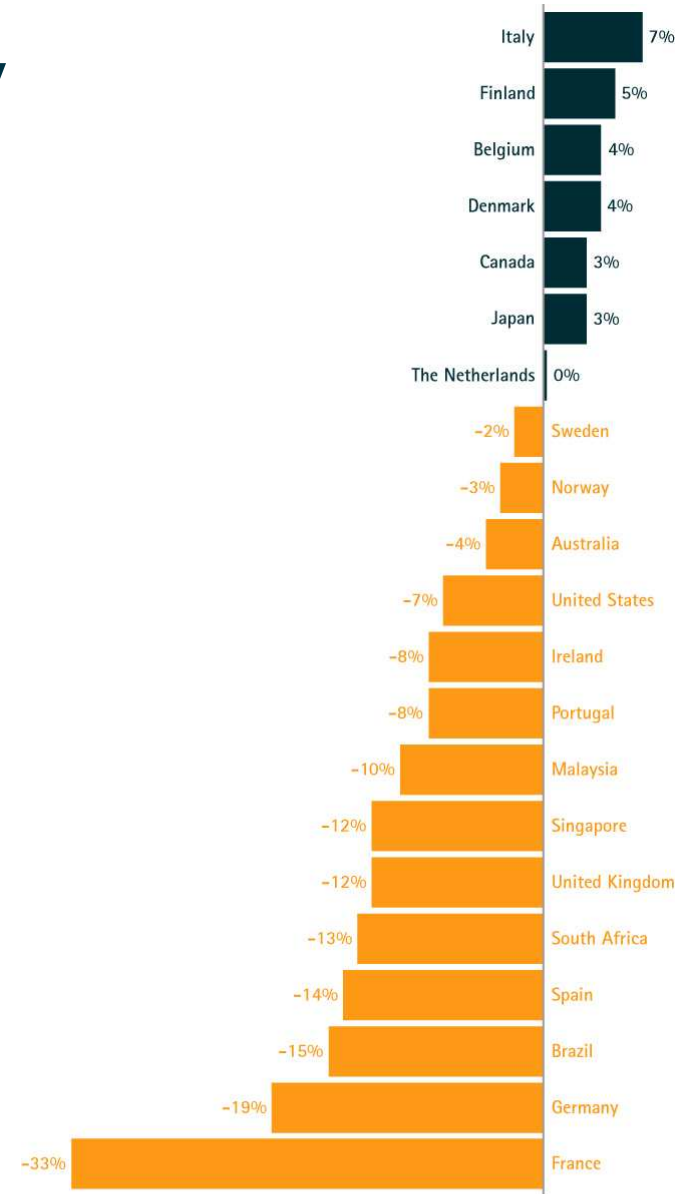
Change in eGovernment usage rates from 2005 to 2006

# Today's **leaders** won't necessarily be tomorrow's leaders.

Even as governments make great strides in using innovative service approaches to connect effectively with citizens, it is becoming clear that some critical divides remain.

“We need to have the ability to be quite self-critical. Even if we’ve launched something we think is absolutely terrific, we should still be going back and saying ‘Actually, you know, we could make it even better.’”

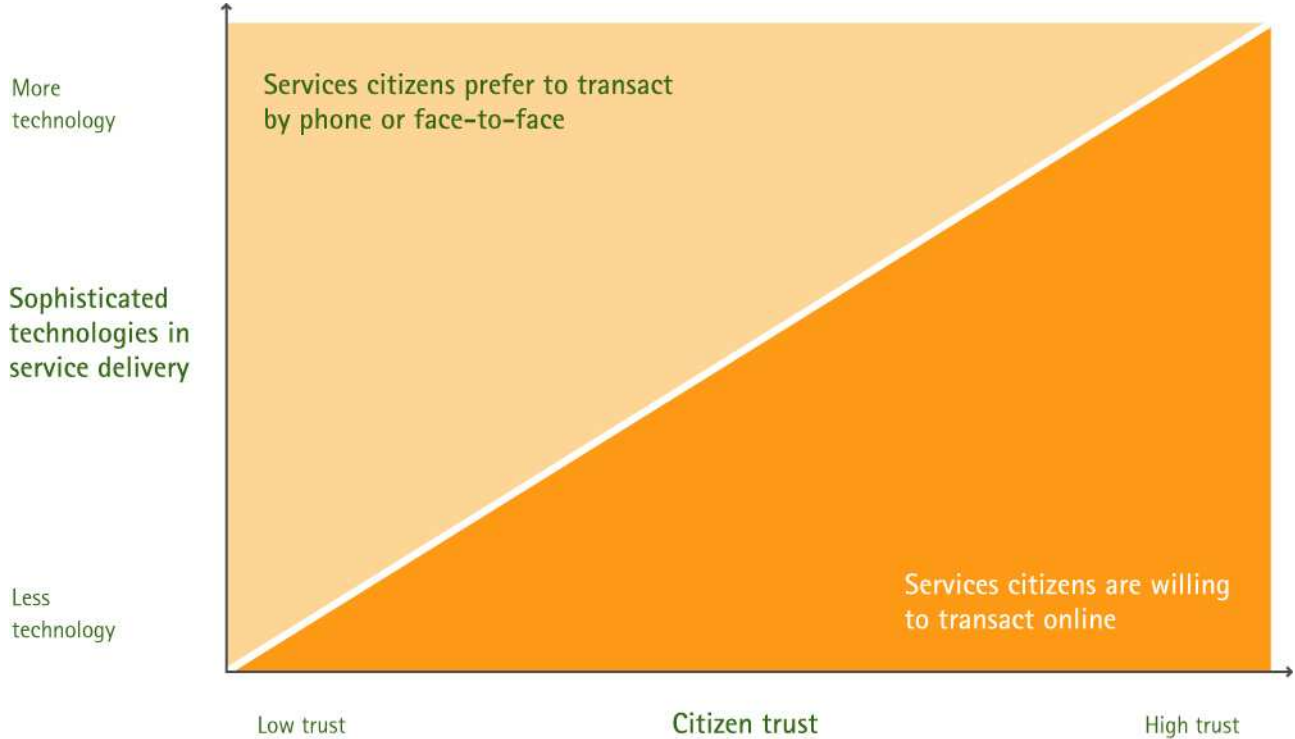
--Andrew Sheffield, United Kingdom



Change from 2005 to 2006 in percentage of citizens who reported that government services and departments work together at least fairly effectively

# Recommendations for progress

Strengthen connections with the citizen, while using technology to continue to try to push the limits of what can be done online.



“We are not looking at information communications technology (ICT) as an insulating, but as an enabling component, that complements and supports government service delivery.”

-- Ann Steward, Australia

# Implications: The virtuous circle of service trust

“When I look back over the last five to six years, one thing I see is how slow some of the changes have been to come. The second thing I see is what a remarkable distance we’ve come...So on the one hand, there have been remarkable changes in attitudes, but on the other hand, boy it takes a long time!”

-- Jim Alexander, Canada





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